# Asset Service Business

## Based on foundations of trust, we aim to expand our non-asset businesses and increase capital efficiency.

**Kenji Sugaya**
Managing Executive Officer

The Asset Service Business consists of the real estate transaction (brokerage and CRE), property sales to investors (asset solutions business), leasing management business, and parking business. Within this business, we provide consulting-based sales that leverage the diverse capabilities of Tokyo Tatemono Group. We aim to both help resolve social issues and grow as a company by providing optimal solutions tailored to the challenges and needs of each individual customer, and by creating new value in real estate.

Under the business portfolio strategy outlined in our current medium-term business plan, we are expanding our non-asset and asset-light businesses by improving property turnover in the asset solutions business and driving growth in the real estate transaction, leasing management, and parking businesses, with the goal of enhancing capital efficiency and securing stable fee income. In FY2025, we achieved solid results, setting new all-time highs for both brokerage transaction volume and the number of parking spaces. The Asset Service Business is highly compatible with the Group's other operations and generates a wide range of synergies, such as coordinated buying and selling of our own properties, parking lot management, and interim use of development sites. By strengthening the real estate management domain which combines this business with investment funds and building management/construction services, we will maximize the asset value of real estate and contribute to a society in which properties are used across generations, as part of our current medium-term business plan's key strategy of "expansion of service business."

The real estate we handle is a one-of-a-kind asset, and our clients' trust is essential to maximizing its value. Moving forward, we will continue to accurately gauge customers' needs throughout the entire value chain and provide unique value that only Tokyo Tatemono Group can offer, thereby enhancing the asset value of customers and creating sustainable social value.

TOKYO TATEMONO Real Estate Sales

NPC 24H

### Opportunities

**Real Estate Transaction, Asset Solutions, and Leasing Management Businesses**

- Increased needs for real estate regeneration due to the shift toward a society in which properties are used across generations
- Growth of real estate distribution volume against the backdrop of expanded real estate investment needs and investment assets

**Parking Business**

- Increased operating opportunities due to the introduction of paid parking at hospitals, government facilities, and retail facilities
- New service collaboration opportunities driven by the progress of smart city development and MaaS*

* Mobility as a Service

### Threats

**Real Estate Transaction, Asset Solutions, and Leasing Management Businesses**

- Changes in investor demand and real estate transaction markets due to rising interest rates and inflation
- Soaring construction, management, and labor costs driven by labor shortages, inflation, and heightening geopolitical risks, as well as longer construction timelines

**Parking Business**

- Accelerated sale and repurposing of parking lots by landowners due to rising land prices

### Strengths

**Real Estate Transaction, Asset Solutions, and Leasing Management Businesses**

- Solid relationships with customers and financial institutions and know-how in judging the value of real estate acquired over many years of experience
- Ability to offer one-stop solution services that draw on the resources of the Group
- Accumulated know-how and unique purchasing and sales channels through our efforts to revitalize and add value to various types of real estate

**Parking Business**

- Development, operational track record and know-how in large self-park parking lots and facility-attached parking lots
- Investment and development for parking facilities and systems leveraging scale as one of Japan's leading pay-by-the-hour parking business operators

### Strategic Direction

- As a pillar after the Commercial Properties and Residential businesses, we will further grow non-asset and light-asset businesses to create a structure that can sustain high profitability.
- We will establish a business model that utilizes important corporate customers and wealthy individuals as continuous business resources and expand the continuing customer base.
- In the real estate transaction business, we will focus on large projects mainly for funds, business corporations, asset management companies, etc.
- In the asset solutions business, we will collaborate by leveraging relationships cultivated in the brokerage business for both property acquisition and sales, developing various business models and creating real estate investment opportunities.
- In the parking business, we will expand the size of our locations by leveraging our strengths and improve repeat rates through measures to enhance customer experience (DX promotion).

### Value Provided to Stakeholders

- We will help promote a society in which properties are used across generations by maximizing real estate asset value through our know-how in handling diverse asset types and providing real estate solutions throughout the value chain.